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27 October 1987

MEMORANDUM FOR: Deputy Director for Operations
FROM: Director of Central Intelligence

SUBJECT: [REDACTED]

Following my speech to the Chief Executives Organization, a "post-graduate" organization of the Young Presidents Organization, [REDACTED] came up to me and noted that he attends many foreign meetings overseas and would like to be of assistance to us in any way possible. His card is attached.

W. H. Webster
William H. Webster

Orig - Adse
1 - ODCI Chrono
1 - ER

P-309-IR

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Memorandum - Chief Executives Organization Seminar

FROM:

William M. Baker
Director, Public Affairs

EXTENSION

27676

NO.

PAO 87-0134

DATE

23 Oct 87

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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PAO 87-0134

MEMORANDUM FOR: Director of Central Intelligence

FROM: William M. Baker
Director, Public Affairs Office

SUBJECT: Address of the Chief Executives Organization Seminar

1. This is background information for your remarks to the Chief Executives Organization (CEO) Seminar on Tuesday, 27 October, 8:00 a.m. - 9:00 a.m., at the Four Seasons Hotel, 2800 Pennsylvania Avenue NW, Washington, D.C. Phone: 342-0444.

2. Arrangements: You are asked to be at the main entrance of the Four Seasons Hotel at 7:55 a.m. where you will be met by Vice President of Sverdrup Corporation, Peter Bunce, and Administrative Assistant for the Chief Executives Organization, Kevin Fagan. They will escort you to the Dumbarton Room for breakfast. Mr. Bunce will introduce you at 8:20 a.m. and you are scheduled to give 20 minutes of remarks followed by 10 minutes of questions and answers. A podium and microphone will be available near your table. Since the seating for the breakfast is not assigned, members can sit at any table of their choice. However, you will be at a table for 10 with Mr. and Mrs. Peter Bunce (Gail) and Mr. and Mrs. John Norton (Doris). Mr. Norton is the Seminar chairman. (See biography opposite.) DCI Security will tape your remarks for the Agency's historical records. Adjournment is at 9:00 a.m. I will remain with you throughout the program.

Approximately 40 corporate executive chiefs over the age of 49 with their spouses will attend the breakfast. (See opposite for list of attendees.) Members of the media will not be present. One member and his spouse are Venezuelan citizens.

3. Background: The Chief Executives Organization is an outgrowth of the Young Presidents Organization (YPO). The premise upon which both organizations were founded is the same: the chief executive has a need to communicate with peers outside of his business. For the chief executive who has graduated from the Young Presidents Organization, CEO provides a peer group dedicated to personal development and the full exchange of ideas, spanning such areas as business, government, community involvement, philanthropy and the arts. (For further information see brochure opposite.)

Seminars are conducted periodically throughout each year at various locations. They provide smaller groups of members with the opportunity to meet and discuss specialized interests such as finance, health, global

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strategies, new technologies, estate planning, and government affairs. "Political Issues" is the theme of the CEO's Washington Seminar. The members also will be meeting with Secretary of Energy John Herrington, Speaker of the House Jim Wright, Justice Sandra Day O'Connor, and Secretary of State George Shultz. (See opposite for agenda.)

4. Remarks: Since this is a small group, you said you wanted to speak from notes based on a condensed version of your Aspen speech. Attached is a proposed set of notes for you to use as a speaking outline, including the full text of the quote from A Man Called Intrepid which you used to conclude your Aspen speech. You may also wish to use it to round out your remarks on this occasion. I have also attached a copy of the original speech for your background.

25X1

WMB William M. Baker

25X1

DCI/PAO/WMB /230ct87

Distribution:

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Orig. - Addressee

1 - DDCI

1 - ER

1 - D/PAO Staff

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POLITICAL ISSUES SEMINAR PARTICIPANTS

Bob and Sandi Adler	Robert P. Adler Associates Woodbridge, Connecticut
Merrill and Helen Bank	Maryland Cup Corporation (Retired) Owings Mill, Maryland
Mac Barrett and Beverly Creigh	Barrett Bindery Company Chicago, Illinois
Robert and Judy Birch	Gardner and Preston Moss, Inc. Boston, Massachusetts
Peter and Gail Bunce	Sverdrup/Bunce Corporation St. Louis, Missouri
Melvin and Carole Cohen	Melrose Displays, Inc. Passaic, New Jersey
John and Shirley Davies	Bishopric Incorporated Cincinnati, Ohio
John and Liz Gnaedinger	STS Consultants, Ltd. Northbrook, Illinois
Leo and Rita Greenland	Smith/Greenland, Inc. New York City, New York
Larry and Mary Ellen Haggerty	Haggerty Enterprises, Inc. Chicago, Illinois
Walter and Peggy Helmerich	Helmerich & Payne, Inc. Tulsa, Oklahoma
George and Ann Hermann III	Naples, Florida
Don and Nina Karas	Restaurant Business, Inc. New York City, New York
Art and Bettye Korenblat	National Engineering Little Rock, Arkansas
Bill and Evelyn Lambert	Lambert Corporation Ansonia, Ohio
George and Ann Macomber	Geo. B. H. Macomber Co. Boston, Massachusetts
Bruce and Peggy Mainwaring	UTI Corporation Collegeville, Pennsylvania
Vern I. McCarthy, Jr.	Vern McCarthy, Ltd. Oak Brook, Illinois
Robert and Betty Merwin	Eriez Magnetics Erie, Pennsylvania

POLITICAL ISSUES SEMINAR PARTICIPANTS

Stan and Helaine Miller	Congress Realty Company Boston, Massachusetts
John and Doris Norton (Seminar Chairman)	J. R. Norton Company Phoenix, Arizona
Gerald and Dorit Paul	Paul Harris Stores, Inc. Indianapolis, Indiana
Bob and Marion Rosenthal	Rosenthal Automotive Company Arlington, Virginia
Harold and Judie Sampson	Sampson Industries Milwaukee, Wisconsin
Ted and Dorit Sanborn	White Bird Realty, Inc. St. Paul, Minnesota
Bob and Barbara Sandblom	Delavan, Inc. (Retired) Paradise Valley, Arizona
Al and Lila Self	Allen Financial, Inc. Vero Beach, Florida
John and Jean Sheehan	Johnstown Corporation Johnstown, Pennsylvania
Bill and Helene Skutch	Peerless Molded Plastics, Inc. Toledo, Ohio
Joel and Joan Smilow	Playtex, Inc. Stamford, Connecticut
Bill and Evalina Spencer	Mega Molecular Engineering Associates Birmingham, Alabama
Wally and Elaine Stenhouse	Stenhouse, Weiner, Sherman, Ltd. Chicago, Illinois
Tom and Kitty Stoner	Stoner Broadcasting System Annapolis, Maryland
Terence and Naomi Thomas	Arizona Wholesale Supply Co. Phoenix, Arizona
Peyton and Martha Woodson	British-American Insurance Company, Ltd. Raleigh, North Carolina
Ricardo and Carmen Zuloaga	Caracas, Venezuela

PROPOSED
SPEAKING OUTLINE
FOR
REMARKS
BY
WILLIAM H. WEBSTER
DIRECTOR OF CENTRAL INTELLIGENCE
BEFORE THE
CHIEF EXECUTIVES ORGANIZATION
WASHINGTON, DC
OCTOBER 27, 1987

SPEAKING OUTLINE

I. INTRODUCTION: CONCERN IN THE U.S. ABOUT SECRET OPERATIONS.

- A. SECRET INTELLIGENCE IS A NECESSARY TOOL VITAL TO OUR NATIONAL SECURITY.
- B. INTELLIGENCE ACTIVITIES MUST BE CONDUCTED OBJECTIVELY, PROFESSIONALLY, AND LAWFULLY.
- C. THERE MUST BE A TRUSTWORTHY SYSTEM OF OVERSIGHT AND ACCOUNTABILITY.

II. GOVERNMENT DEPENDS ON EARLY AND ACCURATE INTELLIGENCE.

- A. TO FORMULATE AND CONDUCT FOREIGN POLICY, TO VERIFY ARMS AGREEMENTS, TO UNDERSTAND MILITARY CAPABILITIES AND INTENTIONS OF OUR ADVERSARIES.¹
- B. CONSUMERS ARE THE PRESIDENT, VICE PRESIDENT, SECRETARIES OF STATE, DEFENSE AND TREASURY, THE NATIONAL SECURITY COUNCIL, AND THE OVERSIGHT COMMITTEES.
- C. COLLECTION OF INFORMATION IS FIRST STEP IN THE INTELLIGENCE PROCESS.

--FORMS OF COLLECTION VARY: HUMAN SOURCES, SIGNALS AND COMMUNICATIONS INTELLIGENCE, AND IMAGERY INTELLIGENCE.

D. INTELLIGENCE ANALYSIS IS EQUALLY IMPORTANT.

- 1. SOME OBSERVERS CHARGE THAT INTELLIGENCE ANALYSIS HAS BEEN "COOKED".
- 2. I HAVE TAKEN STEPS TO ENSURE THAT THE INTELLIGENCE COMMUNITY PRESERVES ITS OBJECTIVITY AND ITS INTEGRITY.²

3. WE REVIEW OUR PRODUCTS AT ALL LEVELS TO INVOLVE A VARIETY OF ANALYSTS AND MANAGERS WITH DIFFERENT SKILLS, KNOWLEDGE, AND BACKGROUND.
4. WE COORDINATE OUR RESULTS WITH OTHERS AGENCIES. IF WE DISAGREE WE MAKE OUR DISAGREEMENTS KNOWN.
5. IN THE END, WE PROVIDE INTELLIGENCE JUDGEMENTS FOR THE USE OF POLICYMAKERS. THEY CAN BE IGNORED, OR TORN UP, OR THROWN AWAY, BUT THEY MAY NOT BE CHANGED.

III. IN ADDITON TO COLLECTION AND ANALYSIS, CIA IS RESPONSIBLIE FOR COUNTERINTELLIGENCE OVERSEAS.

-- WE ALSO WORK CLOSELY WITH THE FBI AND OTHER AGENCIES OF THE GOVERNMENT AGAINST THREATS OF TERRORISM, NARCOTICS TRAFFIC, AND EFFORTS TO STEAL ADVANCED TECHNOLOGY.

IV. MOST CONTROVERSIAL ROLE IS COVERT ACTION.

A. WHILE NOT DEFINED BY LAW, COVERT ACTION IS UNDERSTOOD TO REFER TO ACTIVITIES CONDUCTED IN SUPPORT OF NATIONAL FOREIGN POLICY OBJECTIVES SO THAT THE ROLE OF THE UNITED STATES GOVERNMENT IS NOT APPARENT.

1. EVERY PRESIDENT, FROM PRESIDENT ROOSEVELT FORWARD, HAS ENDORSED AND USED COVERT ACTION.
2. RULES AND PROCEDURES HAVE BEEN IMPROVED.
3. CLAIMS ONLY A VERY SMALL PORTION OF CIA'S BUDGET.

B. NATIONAL SECURITY PLANNING GROUP OF THE NATIONAL SECURITY COUNCIL MUST CONSIDER ALL ASPECTS OF A COVERT FINDING:

- WILL IT WORK?
- IS IT CONSISTENT WITH UNITED STATES POLICY?
- IS IT CONSISTENT WITH AMERICAN VALUES?
- IF PUBLICLY EXPOSED WILL IT MAKE SENSE TO THE AMERICAN PEOPLE?

V. NEED FOR SECRECY IN MATTERS OF NATIONAL SECURITY.

A. IMPOSSIBLE TO CARRY OUT CLANDESTINE ACTIVITIES WITHOUT SECRECY.

B. BOTH CONGRESS AND THE JUDICIARY HAVE RECOGNIZED THE NEED FOR SECRECY.

1. MAIN PURPOSE IS TO PROTECT SOURCES AND METHODS.
2. PROVISIONS OF THE FREEDOM OF INFORMATION ACT PROTECT FROM DISCLOSURE FOREIGN INTELLIGENCE AND INFORMATION PROVIDED BY FOREIGN INTELLIGENCE AGENCIES.³
3. THE FOREIGN SURVEILLANCE ACT PROVIDES A SPECIAL COURT TO REVIEW, IN SECRET, APPLICATIONS FILED TO CONDUCT ELECTRONIC SURVEILLANCE.⁴

VI. CONGRESS HAS A ROLE IN FORMULATING FOREIGN POLICY AND IN FUNDING INTELLIGENCE ACTIVITIES.

A. IN 1976 AND 1977, BOTH HOUSES OF CONGRESS ESTABLISHED OVERSIGHT COMMITTEES.

1. THE INTELLIGENCE COMMUNITY IS REQUIRED BY LAW TO KEEP THE COMMITTEES FULLY AND CURRENTLY INFORMED OF ALL INTELLIGENCE ACTIVITIES.⁵

2. PRESIDENT CAN LIMIT NOTIFICATION, UNDER EXTRAORDINARY CIRCUMSTANCES, TO THE "GANG OF EIGHT."
3. PRESIDENT HAS ANNOUNCED HIS INTENTION TO KEEP THE COMMITTEES INFORMED WITHIN 48 HOURS EXCEPT IN THE MOST EXTREME CIRCUMSTANCES.

B. RELATIONSHIP WITH CONGRESS MUST BE ONE OF TRUTH AND NOT DECEPTION.

--IN DEALING WITH CONGRESS, NO EXCUSE FOR DECEPTION, BUT THAT DOES NOT MEAN THAT THERE IS NO NEED FOR SECRECY.

VII. CONCLUSIONS.

- A. SHARED RESPONSIBILITY FOR INTELLIGENCE IS VITALLY IMPORTANT BOTH ON THE EXECUTIVE AND CONGRESSIONAL SIDE.
- B. WE WORK CLOSELY WITH THOSE WHO MAKE POLICY RECOMMENDATIONS.
- C. WE WORK WITH THE CONGRESSIONAL COMMITTEES WHICH ACT AS SURROGATES FOR THE CONGRESS AND THE AMERICAN PEOPLE.
- D. WE DILIGENTLY CARRY OUT OUR ASSIGNMENTS AROUND THE WORLD WITH FIDELITY TO THE CONSTITUTION AND THE LAWS OF OUR COUNTRY.

SIR WILLIAM STEPHENSON QUOTE
(FROM A MAN CALLED INTREPID)

"PERHAPS A DAY WILL DAWN WHEN TYRANTS CAN NO LONGER THREATEN THE LIBERTY OF ANY PEOPLE. WHEN THE FUNCTION OF ALL NATIONS, HOWEVER VARIED THEIR IDEOLOGIES, WILL BE TO ENHANCE LIFE NOT TO CONTROL IT. IF SUCH A CONDITION IS POSSIBLE, IT IS IN A FUTURE TOO FAR DISTANT TO FORESEE. UNTIL THAT SAFER, BETTER DAY, THE DEMOCRACIES WILL AVOID DISASTER AND POSSIBLE TOTAL DESTRUCTION, ONLY BY MAINTAINING THEIR DEFENSES. AMONG THE INCREASINGLY INTRICATE ARSENALS ACROSS THE WORLD, INTELLIGENCE IS AN ESSENTIAL WEAPON. PERHAPS THE MOST IMPORTANT. BUT IT IS, BEING SECRET, THE MOST DANGEROUS. SAFEGUARDS TO PREVENT ITS ABUSE MUST BE DEvised, REVISED, AND RIGIDLY APPLIED. BUT AS IN ALL ENTERPRISE THE CHARACTER AND WISDOM OF THOSE TO WHOM IT IS ENTRUSTED WILL BE DECISIVE. IN THE INTEGRITY OF THAT GUARDIANSHIP LIES THE HOPE OF FREE PEOPLE TO ENDURE AND PREVAIL."

FOOTNOTES

1. "ARMS CONTROL AND US INTELLIGENCE: THE ESTIMATIVE PROCESS."
SPEECH BY DOUGLAS GEORGE, FORMER CHIEF OF THE ARMS CONTROL
INTELLIGENCE STAFF, 3 MARCH 1987.
2. "THE INTEGRITY AND OBJECTIVITY OF THE ESTIMATIVE PROCESS."
GUIDELINES FOR INTERAGENCY INTELLIGENCE PRODUCTION, UNDATED.
CLASSIFIED SECRET.
3. PUBLIC LAW 98-477, CENTRAL INTELLIGENCE INFORMATION ACT, 15
OCTOBER 1984.
4. FOREIGN SURVEILLANCE ACT OF 1978.
5. SUBCHAPTER III--ACCOUNTABILITY FOR INTELLIGENCE ACTIVITIES,
NATIONAL SECURITY ACT OF 1947.

23 September 1987


JUDGE:


RE: Your Remarks at the
Chief Executives Organization
Washington, DC
27 October 1987


You have accepted an invitation to speak at the meeting of the Chief Executives Organization in Washington, 21-19 October (see opposite). You are requested to make about 20 minutes of remarks at the breakfast session on 27 October.

A representative of the group has suggested covert action as the subject of your remarks. I propose that we prepare a condensed version of your Aspen speech which covers covert action and other subjects. If you agree I will proceed with the preparation of a text.

STAT


Bill Baker

8 OCT 1987 
is it a smart group
I should speak from notes


F-309-1/R

ROUTING AND RECORD SHEET

SUBJECT: (Optional) Speaking Invitation - Chief Executives Organization

FROM: William M. Baker *WB*
Director, Public Affairs

EXTENSION 27676

NO. 87-0086 + 87-0086/1

DATE 26 Aug 87

TO: (Officer designation, room number, and building)

DATE RECEIVED FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. <i>KS</i>	ER	27 AUG 1987	<i>TK</i>
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P-309-11

Central Intelligence Agency



Washington, D.C. 20505

01 SEP 1987

Mr. Peter H. Bunce
Vice President
Sverdrup Corporation
801 North Eleventh
St. Louis, Missouri 63101

Dear Peter:

Thank you for your recent letter concerning your earlier invitation for me to address the Chief Executives Organization in Washington sometime during October 26th through the 29th. Now that my confirmation hearings are over and I am settled in my new position as Director of Central Intelligence, I am pleased to accept your invitation. Please let me know all the essentials of time, day and place. A member of my Public Affairs Staff will help work out the details. I look forward to seeing you and Gail and meeting with the group in Washington. It is always good to hear news of St. Louis.

Sincerely yours,

/s/ William H. Webster

William H. Webster
Director of Central Intelligence

STAT DCI/WMB [redacted] jam/26Aug87/[redacted]

Distribution:

STAT Orig. - Addressee
1 - DDCI [redacted]
1 - ER [redacted]
1 - D/Ex Staff - [redacted]
1 - PAO (87-0086)
STAT 1 - [redacted]
1 - D/PAO
1 - PAO Chron
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1 - MED (Subject)

26 August 1987

JUDGE:

RE: Speech Invitation
Chief Executives Organization
Washington, D.C.
26-29 October 1987

Peter Bunce invited you to speak to a YPO alumni group called the Chief Executives Organization. The seminar will be held in Washington October 26th through the 29th. Since you were in the midst of the confirmation process, an interim letter was sent. I recommend that you reconsider now and send a letter of acceptance. Since the meeting will be held in Washington, scheduling a speech before this group would not be a logistical problem. If you agree, I have attached a letter of acceptance for your signature.

STAT.

A rectangular box intended for a signature.

Bill Baker

Sverdrup
CORPORATION

Sverdrup Investments, Inc.
801 North Eleventh
St. Louis, Missouri 63101

314 436-7600

July 29, 1987

Mr. William H. Webster
9409 Brooke Drive
Bethesda, Maryland 20034

Dear Bill:

I know you must be more than incredibly busy these days with your new job, but I am still hoping that you will be able to speak at the Chief Executives Organization meeting to be held in Washington, October 26 thru 29, 1987. Attached is our previous correspondence on this matter.

It would be awfully good to see you again - for Gail and me. I know the rest of our group would enormously appreciate the opportunity to have you as a speaker. Do you think you can be with us? Or, is it too early for you to put this on your schedule?

This has been a hot muggy summer in St. Louis, but despite that there is a lot going on this summer. There must be an entirely new crop of marriageable kids - judging from the number of weddings. I thought we'd outgrown that.

Gail sends her love.

Best regards,


Peter H. Bunce

PHB/br

April 30, 1987

Mr. Peter H. Bunce
Vice President
Sverdrup Corporation
801 North Eleventh
St. Louis, Missouri 63101

Dear Peter:

Thanks for your good letter of April 9th. I'll be glad to consider appearing before your Chief Executives Organization when you are here October 26-29. It's a little early for me to commit especially in view of the transition problems and the uncertainty of my future responsibilities so I suggest you get back to me a little further down the road for a firm decision. In the meantime, I have carefully noted the dates and will look forward to seeing you and Gail in Washington.

Warmest regards,

Sincerely,

William H. Webster
Director

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ec AD Inv _____ 1 - Telephone Room
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WHW:mfd

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Public Affs. _____
Sec. Mgnt. _____
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Telephone Rm. _____
Director's Sec'y _____

MAIL ROOM ☐

cc: B3 18/6

Swardrup
CORPORATION

Peter H. Bunce
Vice President

801 North Eleventh
St. Louis, Missouri 63101
314 436-7600

April 9, 1987

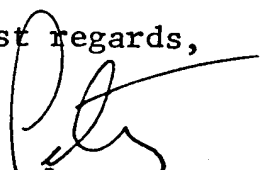
Mr. William H. Webster
Office of the Director
Federal Bureau of Investigation
UNITED STATES DEPARTMENT OF JUSTICE
Washington, D. C. 20535

Dear Bill:

Gail and I have seen a little bit of you on television for the last two days. Unbelievable! You are not even squirming.

I am a member of a YPO alumni group called the Chief Executives Organization. We are planning a seminar for 40 couples to be held in Washington, October 26 thru the 29. John Norton, the Chairman, has told me he would very much like to have you as a speaker. There will be about 40 couples. These are interesting and involved people and if you could fit it into your schedule, I know that you would enjoy them.

Best regards,


Peter H. Bunce

PHB/br

cc: John Norton

ck
4/28/87
20:9/14
ack
4/30/87
W.H. Bunce

STANDARD MAIL
OCT 26 1987
FBI - ST. LOUIS
RECEIVED